

# Incentives

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You might ask why you need to provide incentives to get people to do the right thing. The answer is that for some people, you don't – they will do what you want them to do if you ask. Others won't change no matter what you offer. For people who are not going to change, society has to rely on law enforcement to provide consequences for illegal behavior, while those who change easily will be influenced by educational messages. Our defined target market is most likely in the middle. If you give them a little extra push in the right direction, they might do what you want. One way to give them this push is through incentives, which are extra rewards for the behaviors we want to encourage. There is a great opportunity to reach those who need just a little encouragement to try a new approach.

From the National Town Hall Meeting on Drunk Driving in American 2001, conducted by the National Commission Against Drunk Driving "...participants agreed on two ultimate goals...they look to a time when drunk driving is both socially unacceptable and legally untenable. As measured by its consequences, the goal is zero: zero traffic crashes, injuries, or fatalities involving alcohol. While this goal is unlikely to be met soon, it is a goal to reach toward – anything short of the goal is not acceptable."  
<http://www.ncadd.com/townhall.pdf>

A well-designed incentive program will encourage potential users to try the **Road Crew** for the first time, then encourage repeat usage and build loyalty. This can be difficult as people tend to resist change, even if it is in their own best interest. If the incentive program is not carefully constructed, people will take the incentives that are offered without developing the desired behavior. In the case of drunk driving, you are asking the target market to behave in a way that they might not realize is for their benefit. Since they have always gotten home in the past, they also expect to get home safely in the future.

You may find that as you build awareness for your ride service and it begins to take hold with the target market, the need for incentives may be reduced or eliminated. Some demonstration communities found that a well-conceived ride program sold itself and incentives were not necessary. As discussed previously, a limousine as the transportation option often became its own popular incentive.



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## What Will It Take?

Attractive incentives can help overcome both resistance to change and deeply-rooted habits. Inertia is very powerful: people are creatures of habit, and it is not easy to get them to develop new routines. Before developing an incentive program, review what you know about the target and carefully consider what is likely to motivate them.

Incentives can also be given to other people who may influence driving behavior, such as friends, girlfriends, volunteer drivers, employers and bar staff. In addition to rewarding 21-to-34-year-old single males, consider incentives for other relevant participants. For example:

- ▶ Bar staff might be offered incentives to encourage their customers to use the new service. One demonstration community offered a monthly cash prize to the bartender who made the most referrals to the **Road Crew**.
- ▶ Volunteer drivers may receive incentives to stimulate their participation, such as **Road Crew** T-shirts and free rides.
- ▶ Friends, girlfriends and employers can be offered incentives, such as free ride coupons or specialty items, so they encourage others to behave appropriately.

Incentives can be given for a first-time trial behavior for the person who usually drives to attract new **Road Crew** riders. This first step is the most difficult and may need a larger reward. Later the goal is to get repeated use of the ride service – now the reward might be one that is earned after several correct behaviors, much like airlines offer in their frequent flyer programs. In sum, an incentive must reward the right behavior from the right person, and it must be something that the recipient values

## Action Steps

Worksheets: Idea Inventory, Exploring Options, Option Specification Sheet

Before you actually brainstorm specific strategies, it would be helpful to talk through some of the issues regarding incentives. Here are some discussion questions for your project team.



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- Who** → Do you want to reward an individual for his own choice, reward a group of people for helping each other or both?  
→ Do you want to reward volunteer drivers and bar wait staff, as well as drinkers?
- What** → What incentives would be valued by the recipient?
- Where** → What is the distribution point of the incentive?
- Why** → Do you want to motivate usage of the system for the first time, build repeat business or both?
- When** → Is the incentive to be awarded immediately, or does it have to be earned over time? In focus groups, participants admitted they didn't respond well to delayed rewards. If you are providing an incentive, an immediate award will have a greater impact.

Now you can brainstorm ideas that fit your community and target market. The *Idea Inventory* lists several ideas that have been suggested in the past. This will give you a place to start. Build on this list with your own ideas, and then weigh the pros and cons of different ideas by using the *Exploring Options* form. Be sure to solicit ideas and opinions from the 21-to-34-year-old participants in your project team. They are the ones that can tell you if an incentive idea would work within their peer group. If you are considering an incentive for bar wait staff, then test the idea on them; whoever is to receive the incentive should be involved in setting it up and addressing all the challenges associated with receiving the reward.

Once you have decided on a few viable choices, the *Option Specification Sheet* will be a good resource for filling in the details. Be sure to check your state laws regarding raffles, lotteries, contests and other incentives; each state has its own rules to follow.



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## Idea Inventory

There are many ways to reward positive behavior. Here are a few ideas to get you started, grouped into the categories of individual versus group incentives, and immediate versus future rewards.

	Individual	Group
Immediate Trial Usage	Free trial period Free or discounted beverages* Waived cover charges* Free or discounted food* Free T-shirts, mugs, hats Gift certificates: video rentals, golf courses, gas stations, restaurants, fast food franchises Free parking  Your idea _____ Your idea _____ Your idea _____ Your idea _____	Free trial period for league or team Food on the shuttle Priority cab service Reserved table at bar or restaurant  Your idea _____ Your idea _____ Your idea _____ Your idea _____
Ongoing Repeat Usage	Free or discounted beverages* Waived cover charges* Free or discounted food* Volunteer driver: mileage reimbursement, tips, free rides Frequent users: buy so many rides, get one free or get a prize Lottery-style drawing  Your idea _____ Your idea _____ Your idea _____ Your idea _____	Big-screen TV or new pool table for the bar Free concert Group party Bus trip to ball game  Your idea _____ Your idea _____ Your idea _____ Your idea _____

*\*These are immediate incentives if awarded on the spot, or future if a voucher is given for the next visit.*



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## Exploring Options

<b>Description</b>			
<b>Desired Behavior</b>			
<b>Advantages</b>	<b>Disadvantages</b>	<b>Appeal to Target</b>	<b>Resources &amp; Partners</b>

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## Option Specifications

<b>Describe the incentive.</b>
<b>How will it appeal to riders?</b>
<b>Will it be awarded immediately or delayed?</b>
<b>Where will it be offered and by whom?</b>
<b>How will awareness be generated?</b>
<b>What are the barriers to participation and how can they be overcome?</b>
<b>What is the projected cost?</b>
<b>Who needs to be trained and how will training be delivered?</b>

